



Management Plan

Gateway WA Perth Airport and Freight Access Project

Stakeholder Engagement Management Plan

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PURPOSE OF THIS MANAGEMENT PLAN

The purpose of this management plan is to:

- detail the strategic approach to engagement and communications for the Gateway WA project
- provide a framework that will guide all engagement and communication activities for the duration of the project
- outline the process and protocols to be followed in order to effectively develop timely communication materials and responses for the project

The plan is a dynamic working document that will be updated throughout the project to reflect the changing social environment and issues as they emerge.

PROJECT SCOPE & BACKGROUND

The Project Scope

Gateway WA Perth Airport and Freight Access Project is the largest infrastructure project ever undertaken by Main Roads WA and aims to improve the safety and efficiency of one of the State's most important transport hubs, where road, rail and air services connect.

The project will create landmark road infrastructure around the Perth Airport and the freight and industrial hubs of Kewdale and Forreestfield.

The Kewdale, Forreestfield and Perth Airport precinct is a critical gateway for the effective movement of people and goods in Western Australia. The precinct is already experiencing congestion with a number of intersections currently operating beyond capacity during peak periods.

The need to upgrade this precinct has been driven by the:

- proposed expansion and consolidation of the airport terminals to cater for the anticipated doubling of passenger air travel
- predicted growth in freight and container transport within the Kewdale area, which is expected to double by 2030.

The project is a result of a comprehensive two-year planning study that identified the potential road and bridge improvements required to service the future needs of Kewdale, Forreestfield and the airport precinct.

The Gateway WA project incorporates road and bridge improvements, local road modifications, facilities and connections for pedestrians and cyclists, noise walls, landscaping, innovative urban design and the use of Intelligent Transport System technology.

As part of the Gateway WA project:

- Tonkin Highway (between Great Eastern Highway and Roe Highway) will be widened to six lanes
- Leach Highway (between Orrong Road and the Perth Airport) will be upgraded to an expressway standard
- New free-flow interchanges will be constructed at:
 - Tonkin Highway / Leach Highway
 - Tonkin Highway / Horrie Miller Drive / Kewdale Road
 - Leach Highway / Abernethy Road
 - Tonkin Highway / Roe Highway
 - Tonkin Highway / Boud Avenue.
- local road improvements will be carried out within the Kewdale precinct.

Funding & Delivery

This \$1 billion national priority project is being jointly funded with the Federal Government contributing up to \$686.4 million as part of the Regional Infrastructure Fund and Nation Building Program. The State Government is contributing \$317.5 million.

The project is being delivered using an alliance contract where five industry leaders – Leighton Contractors, Georgiou, GHD, AECOM and BG&E collectively known as Gateway WA - will work in partnership with the State's road authority, Main Roads WA.

The full scope of works is expected to be completed by 2017, ahead of the planned consolidation of the domestic and international terminals at the Perth Airport.

This major investment in purpose-built infrastructure will foster continued economic and regional development in Western Australia. Expanding the regional road network will improve access, safety, social amenity and transport efficiency, and reduce pressure on the surrounding local roads.

Project Risks (Community & Stakeholder Related)

It is anticipated that community and stakeholder interest in the project will be high, given the surrounding land use, large numbers of stakeholders with a direct interest in the project and the high volume of transport movement through the road corridor.

The Gateway WA project is a high profile, complex project. The preliminary risk assessment (undertaken by Main Roads pre-award) identified a number of risk events relating to engagement and/or stakeholders that would require managerial effort by the Alliance as part of project delivery.

Risk Event	Mitigation Strategy
The interface between the construction contracts (Gateway WA and the Perth Airport consolidation) is poorly managed and results in ongoing disruption and/or poor access leading to community outrage	Establish a Coordination Group with the Perth Airport to maintain a positive, collaborative relationship and provide a forum to facilitate issue identification and resolution Identify appropriate contractual requirements for the co-operation and coordination of the two projects (eg: timing for delivery, management of interfaces) Investigate opportunity for the Alliance to undertake the works on behalf of the Perth Airport to remove the interface risk
Commencement of works cannot occur in accordance with the committed timeframes due to the complexity and number of stakeholders involved in the project	Establish a governance and engagement structure to guide and facilitate the diverse stakeholder participation Monitor progress, identify key project issues and manage proactively and collaboratively with stakeholders (escalating if absolutely necessary)
The extent of the works in and around the region creates uncertainty and information overload if poor communication practices are in place	Establish a clear communication plan Build strong relationships with key stakeholders to establish trust and a create a clear conduit for information and process for approvals
Closure of existing access to Leach Highway and Kewdale Road (or other key transport routes) results in delays and outrage by the freight industry and local business	Work collaboratively with local businesses and operators to obtain local input to inform the construction methodology/ traffic sequencing Consider opportunities to adjust construction methodology to minimise the likelihood or severity of disruption / impact to access

	<p>Communicate expected changes to road /traffic conditions early – widely publicised</p>
<p>Community expectations are not met or managed, resulting in outrage, delays and ongoing criticism</p>	<p>Profile stakeholders and identify the expected areas of concern / complaint</p> <p>Establish a governance and engagement structure to guide and facilitate stakeholder participation to the level of involvement/influence that is appropriate to manage expectations</p> <p>Build strong relationships with key stakeholders / property owners to establish trust and a create a clear conduit for information</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and advance notification of impacts</p> <p>Communicate expected changes to road /traffic conditions early – widely publicised</p> <p>Proactively manage issues, honour commitments</p>

Additionally, given the specific nature of the project environment, it may also attract criticism from the public associated with being seen to cause the following project impacts:

Project Impacts	Mitigation Strategy
<p>Disruption / delay on the road network – in particular to commuter traffic using the primary arterial routes during peak periods or for passengers travelling to the airport</p>	<p>Consider opportunities to adjust construction methodology / traffic staging to minimise the likelihood or severity of such impacts. Monitor on-site performance and take remedial action if necessary – adopt a network approach and consider the cumulative impacts of multiple construction zones</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and advance notification of impacts</p> <p>Communicate expected changes to road /traffic conditions early – widely publicised and frequently updated</p> <p>Use smart technology to provide improved travel time information during construction (on-site and on project website) so road users can plan ahead</p>
<p>Disruption to local business access (in particular freight operators)</p>	<p>Work collaboratively with local businesses and operators to obtain local input to inform the construction methodology/ traffic sequencing</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and advance notification of impacts</p> <p>Communicate expected changes to road /traffic conditions early – widely publicised</p>
<p>Access (motorists, pedestrians, cyclists) / changes to road conditions</p>	<p>Ensure clear directional signage is provided onsite and the needs of all users are considered</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and</p>

	<p>advance notification of impacts</p> <p>Communicate expected changes to road /traffic conditions early – widely publicised</p>
Land acquisition and severance (including accommodation works)	<p>The land acquisition process is being managed by Main Roads. The Alliance will be responsible for agreeing the scope of any accommodation works required on private property. This will be managed by one-on-one meetings with affected landowners. Engagement will commence in April prior to any major construction effort.</p>
Noise disturbance associated with the need to carry out works at night (due to high traffic volumes and therefore the restriction on daytime lane closures)	<p>Consider opportunities to adjust construction methodology to minimise the likelihood or severity of such impacts. Monitor on-site performance and take remedial action if necessary</p> <p>If it is necessary to work at night, ensure a noise management plan has been approved by the Local Government Authority and all conditions have been complied with prior to work commencing. This is to include advance notification of the works to adjacent residents within the affected construction zone (to inform them of the construction activity and the expected noise impact)</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and advance notification of impacts</p> <p>Widely publicise the website and 1800 information line for residents wishing to raise concerns or complaints – provide an after- hours response</p> <p>Establish a complaint procedure including protocols for response time and escalation</p>
Environmental impacts (including visual amenity and environmental degradation)	<p>Consider opportunities to adjust construction methodology to minimise the likelihood or severity of such impacts. Monitor on-site performance to ensure compliance with regulatory approval conditions</p> <p>Ensure internal permits have been obtained prior to commencement and all conditions have been met</p> <p>Look for opportunities to minimise clearing onsite or the impacts of clearing (eg: walk clearing lines prior to activity, undertake seed collection and fauna relocation, salvage mature trees)</p> <p>Where practicable, install visual screens along the alignment to reduce the impact on visual amenity. Screens must be displayed in accordance with Main Roads’ guidelines. Design and placement of temporary infrastructure will be undertaken in a manner so as to minimise the impact on visual amenity as far as practicable</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and advance notification of impacts</p> <p>Widely publicise the website and 1800 information line for residents wishing to raise concerns or</p>

	<p>complaints</p> <p>Establish a complaint procedure including protocols for response time and escalation</p>
Construction impacts (including noise, dust, vibration, haulage, property damage)	<p>Consider opportunities to adjust construction methodology to minimise the likelihood or severity of such impacts. Monitor on-site performance and take remedial action if necessary</p> <p>Undertake property pre-conditions inspections for all properties within a 50 metre zone from the work site</p> <p>Establish a clear communication plan which incorporates regular and open dialogue and advance notification of impacts</p> <p>Widely publicise the website and 1800 information line for residents wishing to raise concerns or complaints</p> <p>Establish a complaint procedure including protocols for response time and escalation</p>

While there is much support for the upgrade, infrastructure projects can introduce significant change into a community and resultantly create feelings of uncertainty. Managing the process of change by providing advance notification, educating stakeholders about the construction process and providing an avenue for complaint and issue resolution is integral to achieving a successful outcome.

The high level of public interest will warrant regular project communications to keep stakeholders and the community informed. Community relations techniques should be used to address the above issues and specifically for the following events:

- major construction activities
- traffic disruption and delays
- road closures (temporary and permanent)
- changes to the operation / configuration of the road network
- noise wall design and construction (abutting properties)
- precondition property survey / claims for defects, damage
- access to private property for surveys and design investigations
- achievement of major milestones

As the project will be delivered in a continuously changing environment, selection and implementation of the tools and technique(s) to achieve the communication/consultation objectives should be made with consideration of the audience affected, level and probability of any associated risk, and the level of involvement sought by those affected.

Early identification and prompt resolution of issues will help to minimise the potential for escalation and demonstrate the project team / Alliance is considerate of and responsive to community concerns.

Effectively sharing a large amount of stakeholder intelligence amongst the project team will be a challenging task.

Coordinating and obtaining approvals for public materials from within the Alliance, and by the Client Representative, State and Federal Government can be lengthy and will require good management in order to ensure timeliness of information.

Previous Stakeholder Engagement

Planning for Gateway WA Perth Airport and Freight Access Project commenced in mid-2010 when Main Roads awarded Gateway Vision (a joint venture between consultants BG&E and GHD) a contract to undertake a comprehensive planning study.

The planning study created a visionary Ultimate Concept Plan to identify the long-term road design required to meet the transport needs of the year 2031. The Ultimate Concept Plan also considered what improvements would be required to meet the needs of a Perth population of 3.5 million, which is predicted for the year 2050, so we can “future proof” for this scenario.

The Ultimate Concept Plan represents a balanced and integrated transport solution for the future. The plan sets out the vision for the ultimate development of the road network including Tonkin Highway (Great Eastern Highway – Roe Highway) and Leach Highway (Tonkin Highway to Orrong Road).

Community and stakeholder engagement was integral to the development of the Ultimate Concept Plan. It included a range of engagement activities and the Gateway Vision team received many valuable comments and ideas from residents and businesses. The feedback helped to identify community needs and preferences, and guide the assessment of issues and options developed by the Project Team that have resultantly formulated the Ultimate Concept Plan.

The Gateway Vision Master Planning Study also identified the Project Case that detailed the scope of works that was required in the immediate term and which now forms the scope of the current Gateway WA Perth Airport and Freight Access Project being delivered by the Alliance.

The Gateway WA Perth Airport and Freight Access Project is an important, high profile and complex infrastructure project for the State of Western Australia. It has attracted interest from, and will deliver benefits to, a wide range of stakeholders. In order for Gateway Vision to develop a road network design that is innovative, functional, sustainable and acceptable to all parties, an effective governance framework that facilitates a high level of meaningful engagement with key stakeholders was developed.

The Governance framework underpinned the way in which the Gateway Vision team engaged with its key stakeholders and guided how decisions were made. At the project’s inception, 8 community and stakeholder reference groups were formed to provide input into a range of technical, environmental and social issues.

The groups included:

- Project Steering Committee
- Project Enabling Group
- Community Liaison Group
- Freight and Road User Group
- Environmental Reference Group
- Drainage Reference Group
- Aesthetics Reference Group
- Safe Systems Working Group

Below is a summary of each group, its purpose and the number of times the group met.

Group	Purpose	Number of Meetings
Project Steering Committee (PSC)	To provide overarching strategic guidance and leadership to the project; to provide input into the master planning process and decision-making and endorsement at a strategic level, and to ensure the goals and priorities of key stakeholders are realised	9
Project Enabling Group (PEG)	To provide technical advice in the development of the Project Master Plan and to make decisions on operational and technical issues. The PEG will meet prior to the PSC to ensure that key decision-making items have been thoroughly discussed and endorsed by relevant member organisations	9
Community Liaison Group	To facilitate open communication with the community –	7

Group	Purpose	Number of Meetings
(CLG)	the CLG is to identify and discuss relevant project matters and issues for stakeholders and the community, help resolve emerging issues and concerns, communicate project matters to and from relevant community stakeholder groups, and help keep the wider community informed of the project	
Safe Systems Working Group	To identify and propose innovative design solutions to promote and achieve the goals of Vision Zero	6
Environment Reference Group (ERG)	To provide key technical input and consultation into environmental investigations and approval requirements	5
Freight and Road User Group (FRUG)	To provide key technical input and consultation into road network operations including the requirements of the road and freight users themselves, and to seek their acceptance of proposed management options	4
Aesthetics Reference Group (ARG)	To provide an opportunity to include some key stakeholders (including interested members from the CLG) into discussions and visioning for the aesthetics component of the master planning process	4
Drainage Reference Group (DRG)	To provide information and feedback on issues and concerns specific to drainage and integrated water management, drainage design criteria and options assessment, and drainage strategy for Department of Water endorsement	2

These groups worked collaboratively with the planning and design team to:

- identify needs, concerns and preferences (both short and long term)
- (through their involvement in the multi-criteria analysis) help assess the options shortlisted by the design team and guide the final recommendations of the Ultimate Concept Plan

During the Master Planning Study the team investigated numerous options for the various interchanges located within the project study area. This investigation included consideration of factors such as:

- safety and efficiency of the road network
- access for vehicles, freight, pedestrians and cyclists
- impact on private land and public open space
- impact on the environment (wetland, vegetation, habitat and fauna) and heritage
- anticipated growth in traffic volumes (2031 and beyond)
- future development in the region
- network performance

Stakeholder and community opinion influenced a number of key project decisions relating to road design, access arrangements, environmental management, amenity for pedestrians and cyclists, noise walls and aesthetics for the treatment of this gateway to Western Australia.

The investment into the engagement process:

- raised awareness of the project – including the benefits and constraints
- forged long-lasting strategic relationships that will extend beyond the life of the master planning phase and assist the team that will be responsible for the delivery of this major infrastructure project

During the Master Planning Study **stakeholders and the community raised a number of key issues** relating to the themes of:

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- local access
 - impact on business
 - construction staging / constructability / impacts of construction
 - safety and efficiency of the network
 - need to support future growth in the region
 - need to involve local business in project assumptions (in particular traffic modelling) and key decisions

Other issues that were raised relating to the project (implementation) include the following:

- Current congestion and delays on the road network (particularly at the Horrie Miller Drive / Tonkin Highway intersection)
- Construction funding and construction timeframes are relatively unclear
- Potential frustration in construction timeframes
- Perceived potential for an increase in heavy vehicle traffic
- Local residents fear increased light spill – will freight traffic be directed to local road network
- Potential reduction in access to regional road network if interchanges do not cater for all turning movements
- Potential reduction in access if closure or partial closure of local roads is required
- Final road alignment may have possible negative impact on some local businesses
- Reduced privacy for local homes adjacent to the south-west of the Leach/Tonkin interchange
- Changed access - loss of direct access to Leach Highway (businesses)
- Maintaining (and improving) access for high/wide loads where required
- Potential environmental impacts:
 - Impacts on wetlands (reside within WAC boundary) and damp lands (location of new airport access road)
 - Noise/visual amenity impacts (particularly around the Leach/Tonkin, Leach/Abernethy and Boud Avenue interchange)
 - Loss of existing vegetation
 - Impact on local flora (cockatoo habitat at the Tonkin/Roe Highway interchange)
- Potential cultural heritage impacts:
 - Impact on Aboriginal heritage sites (many just within WAC boundary - dependent upon preferred interchange/road footprint)
- Potential construction impacts:
 - Noise, dust and vibration during construction
- Negative effect on tourism during construction period
- Inclusion of aspirations of local Indigenous community

During the planning study Main Roads and/or the Gateway Vision team made a number of **commitments** to landowners, business owners and key stakeholder groups. These commitments included:

- involve the local freight and business community in the formation of any project assumptions relating to forecast growth and/or traffic movements (in particular to assumptions used in the traffic modelling for the Kewdale intermodal facilities)
- keep directly affected landowners / business owners fully informed of the project impacts, in particular the impacts on land acquisition and local access, which could have a potential effect on business viability
- consider the disturbance of construction on local access and business trade when developing the project staging. Main Roads indicated that local intersection improvements on Kewdale Road would be completed prior to the partial closure of Miles Road (restricting to left in only)
- develop landscaping concepts / design to reduce the impact of the Tonkin Highway/Boud Avenue interchange on Redcliffe Park and preserve the amenity for local users
- (when available) present the urban design and landscaping concepts to the Community Liaison Group for further input

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- during the detailed development of aesthetic treatments engage with the Aboriginal community with regard to incorporating themes and designs with cultural recognition
 - work collaboratively with the City of Belmont and Belmont Little Athletics Club to investigate options for accommodation works and/or community legacy projects to mitigate the impact on Gerry Archer Oval

Gateway WA is aware of the above commitments and has given its assurance that they will be honoured.

MISSION & OBJECTIVES

Main Roads' Mission

Main Roads' corporate vision is:

To be recognised for excellence in customer service and world class road access.

Alliance Vision, Mission & Values

Gateway WA Vision:

A safe and efficient transport network that provides an iconic gateway to WA.

Gateway WA Mission:

Safely deliver sustainable landmark infrastructure around the Perth airport and Kewdale freight precinct.

Gateway WA Values:

Our EPIC values express the beliefs and behaviors that shape our corporate culture and will drive us to achieve outstanding outcomes for our people and the Gateway WA Perth Airport and Freight Access Project. Our values are:

Excellence – we strive to excel in all we do in order to deliver maximum value to our customers

Pride – we are proud of our achievements and celebrate our success

Inspire – we face challenges together and look for ways to collaborate and innovate

Care – we are passionate about the safety, health and well-being of our people, the community and the environment.

Project Objectives

Main Roads' ultimate objective for its infrastructure projects is to enhance the State of Western Australia's social, economic and environmental well-being. To achieve this objective it is Main Roads' expectation that the project will achieve outstanding outcomes in asset quality, safety, cost, sustainability, stakeholder management and stakeholder satisfaction.

Main Roads has identified 13 key objectives for the Gateway WA project, comprising:

- Provide a "gateway" access to the proposed new Perth Airport and to the State of Western Australia that will leave a favourable impression for road users through an efficient, legible and pleasing road journey and leave a positive and iconic legacy for the people of Western Australia
- To deliver a value for money project for the community incorporating Whole of Life considerations
- Adopt an approach to planning, project management, design and construction that will ensure substantial completion of Package 1 of the Project by December 2014
- Deliver infrastructure that improves the operational efficiency of freight movement through alleviating congestion and improving access to the growing commercial / industrial areas within Kewdale, Forrestfield and the Perth Airport precinct

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- Deliver infrastructure that enhances overall road network performance by:
 - Increasing capacity and traffic flow on Tonkin and Leach Highways
 - Improving access for cyclists and pedestrians
 - Improving the overall amenity and aesthetics of the road corridor
 - Maximise the economic potential of the State and the Nation by improving and securing access to Perth Airport which complements the airport redevelopment
 - To achieve strong project support through effective and collaborative engagement with the community and stakeholders
 - Provide the foundation for enhancing public transport services to the Airport and Freight Precinct
 - To improve safety in keeping with the State Government's "Towards Zero" road safety initiative
 - To minimise adverse impact to the environment, road and path users, and local businesses and residents
 - To respect the significance of the natural environment and Aboriginal heritage
 - To enhance the capability of mid-tier contractors and support the business sustainability of these contractors
 - Meet the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity by way of sustainable planning, design and construction

Key Result Areas:

Main Roads also identified 8 Key Result Areas (KRAs) that will be measured as part of a specific performance framework to drive appropriate behaviour and encourage the team to achieve outstanding project outcomes. These comprise:

- Health and Safety
- Quality
- Timeliness
- Cost
- Road Network User Satisfaction
- Reputation / Stakeholder and Community Engagement
- Effectiveness of sustainability initiatives
- Innovative urban design

From an engagement and governance perspective, the client will be seeking to monitor:

- collaborative relationships (internal/external)
- social responsibility
- political sensitivity

This will include monitoring performance in the areas relating to:

- community and stakeholder satisfaction (with the method of engagement as well as the outcome)
- the responsiveness of the Alliance
- media coverage (positive, neutral and negative)
- level of community awareness

As part of the performance framework, the Reputation KRA has three key performance indicators that will be measured and reported to the Alliance Board, the client and the project team on a monthly basis. It is expected that the Reputation KRA will be incentivised as part of the performance pool established for the project.

While not part of the official performance framework, the project team should also implement a continual process of monitoring and evaluation to ensure the Community Relations Plan meets its objectives. For example, enquiries and complaints will be monitored to determine the effectiveness of communication activities and indicate direction for additional activity.

The evaluation process should incorporate a range of measurement and review techniques to monitor the success of the community relations plan, including:

- analysis of enquiry/complaint via number of customer enquiries to be logged
- review of community and employee feedback

- surveys conducted to measure the attendance level at workshops and feedback from such events
- review of key messages analysis in media coverage
- review of the communications plan and adjustments as required

Strategic Approach & Engagement Objectives

As part of its 2K12 Corporate Strategy, Main Roads has a strong commitment to community and stakeholder engagement and vows to use the knowledge, views and expertise of the community and stakeholders to guide sustainable outcomes in its decision making process.

This Stakeholder Engagement Management Plan has been developed in accordance with Main Roads' Community Engagement Policy. The key principles are as follows:

Principles	Objectives
Transparent communication builds trust and reduces conflict	Relationships with stakeholders and the community are built through timely and open communication. Commitments throughout the project are followed through efficiently and effectively.
Informed and diverse participation leads to meaningful input	Processes are designed to allow for difference and a diverse range of stakeholder and community members to participate.
Meaningful community and stakeholder input increases the quality of decisions	Input from engagement activities are incorporated into the final decision to the maximum extent possible. Decisions deliver a high value to the public.
Engagement is enabled by leadership at all levels	Systems, culture and decision making supports quality engagement planning, delivery, evaluation and continuous improvement.
Planning and resourcing supports engagement	Appropriate time, finances and people are all allocated to projects to manage engagement activities and ensure quality outcomes.

In addition, Gateway WA will embrace the following principles in implementing the plan:

- **Open and transparent process** - an open and transparent approach to informing stakeholders of the project and how their input has been considered.
- **Respectful and responsive** - stakeholder ideas, issues and opportunities will be identified and documented through engagement activities and communication channels. Gateway WA will acknowledge receipt of all input and 'close the loop' with stakeholders at the end of the engagement/communication process (or specific activity) by informing them as to how their input has been considered.
- **Timely dissemination** – project information will be disseminated in a timely and accurate manner.
- **Accountability** – Gateway WA will honour commitments and be accountable to stakeholders involved in the engagement process.

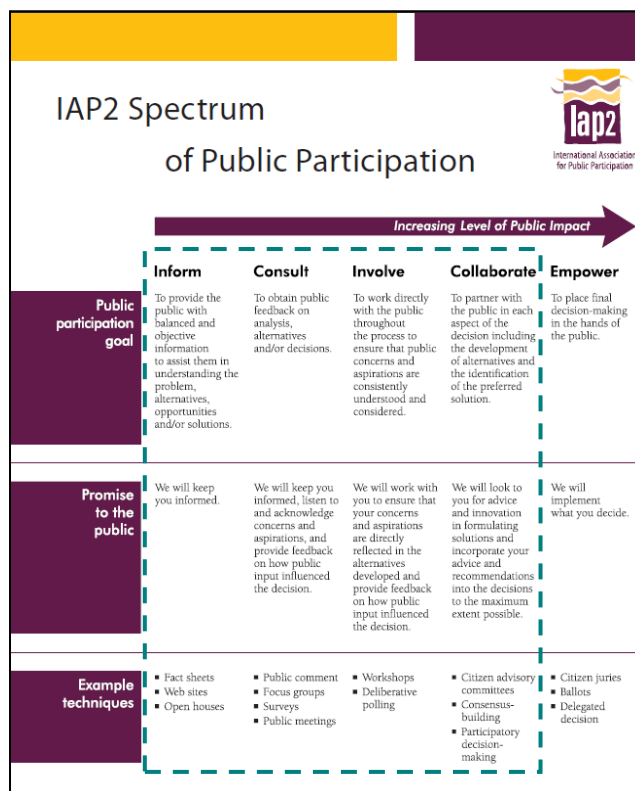
The strategic approach to engagement for the Gateway WA project is based on the International Association of Public Participation (IAP2) Consultation Spectrum.

The IAP2 Consultation Spectrum is an internationally recognised benchmark which defines the public's role in any public engagement/participation process. Stakeholders are profiled and the engagement methodology tailored to provide the appropriate level of involvement in the decision-making process.

For the Gateway WA project, given the larger diversity of stakeholders, the IAP2 levels of engagement range across the spectrum of Inform, Consult, Involve and Collaborate.

The Alliance has appointed a Relationships Manager (supported by a Community Relations team) to implement the strategy and manage the associated activities and/or risks and opportunities.

The Relationships Manager reports directly to the Alliance Director and is a member of the Alliance Management Team (AMT) so that social issues are strategically considered alongside other competing project objectives. The Relationships Manager is also the Project Champion for the Reputation key result area.



The **overarching objective** of the stakeholder engagement process will be to promote a high level of awareness of and support for the Perth Airport and Freight Access Project.

The program will endeavour to:

- Raise community and stakeholder awareness of the project, including the proposed scope, impacts and benefits of the project
- Build solid relationships with relevant stakeholders and contribute towards building long-term strategic partnerships
- Work collaboratively with statutory regulators / authorities to facilitate the approval process.
- Provide opportunities for those affected to influence project decisions and outcomes
- Facilitate active and positive involvement of key stakeholders
- Build relationships with stakeholders and members of the community to encourage direct communication / identification of issues, concerns or preferences
- Ensure appropriate and effective communications and engagement methods are utilised when considering the nature of the audience
- Establish an open, honest, transparent and non-political approach when dealing with all groups or individuals
- Engage with project area landowners and seek opportunities to minimise impacts on their properties and business operations
- Identify and resolve issues in a timely manner
- Provide feedback to stakeholders on how input into the engagement process has influenced the outcomes
- Ensure consistent messages are conveyed to all stakeholders
- Providing factual, accurate and regular information to the local community to help improve their understanding of the project and any constraints, and thereby increase community tolerance of construction activities
- Record and resolve issues with affected stakeholders in an open, transparent and timely manner.

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- Monitor community and stakeholder's awareness of the project and satisfaction with their dealings with the Alliance
 - Honour commitments to landowners and stakeholders
 - Promote the Alliance, the milestones and results achieved (with respect to and in accordance with the media protocols agreed with Main Roads and Government)
 - Generate positive media coverage
 - Enhance the reputations of Government, the Alliance and its participants

While perhaps not a direct objective of the engagement program, a resultant outcome sought by the implementation of the plan will be to encourage collaboration within the Transport portfolio and with other relevant agencies to gain alignment of strategic Government objectives.

GOVERNANCE

The Gateway WA project is an important, high profile and complex infrastructure project for the State of Western Australia. It will attract interest from, and will deliver benefits to, a wide range of stakeholders.

A project governance and engagement framework has been developed by Gateway WA and endorsed by the Alliance Board, Main Roads and the Project Coordination Group to facilitate a high level of meaningful engagement with key stakeholders. A copy of this framework is shown overleaf.

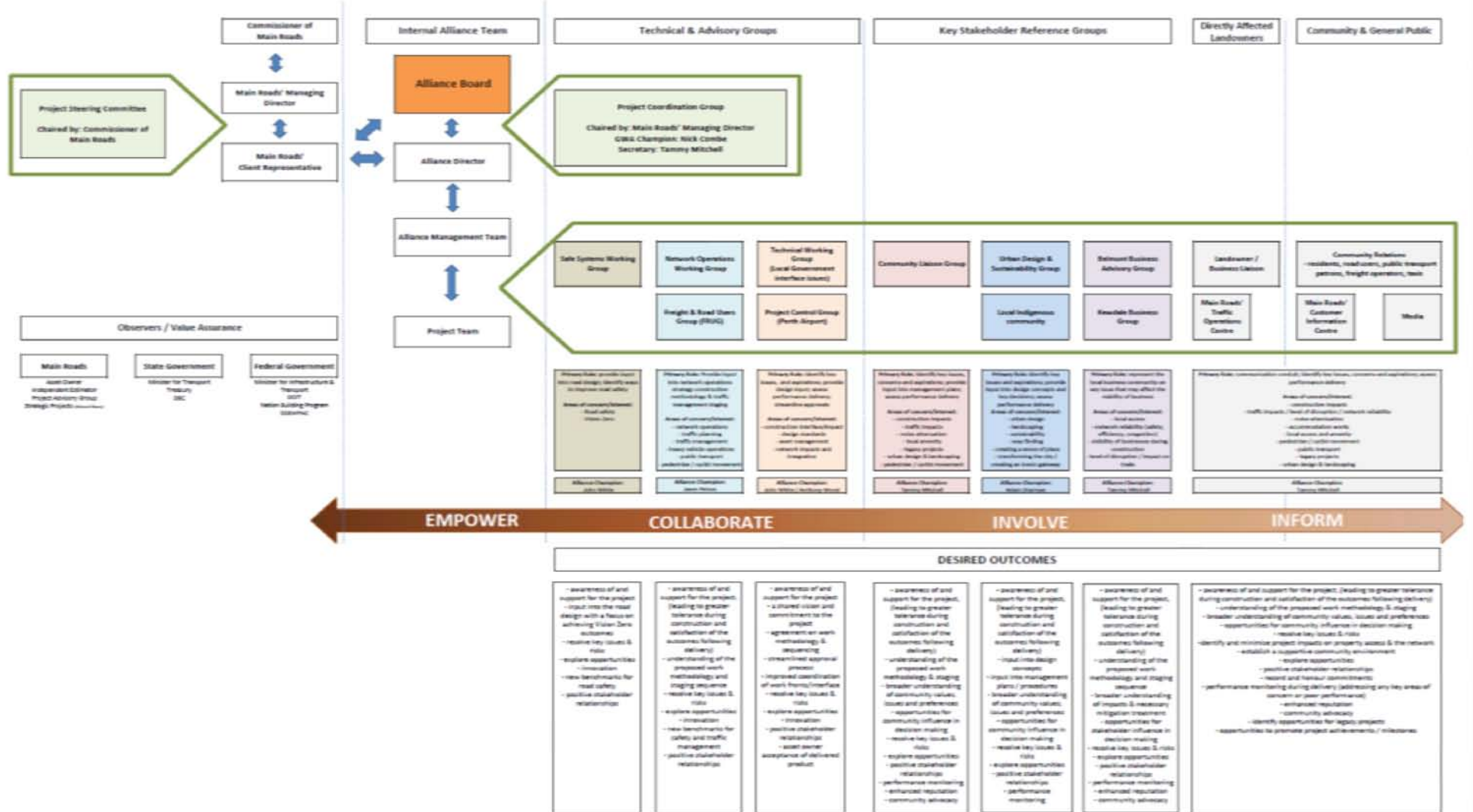
The framework builds on the structure that was used by Gateway Vision during the Master Planning study in order to benefit from the longevity of relationships and to promote the continuity of stakeholder participation.

The groups that form part of the governance and engagement framework will play a critical role in enabling the Alliance to:

- identify stakeholder issues, concerns and requirements
- incorporate stakeholder input / promote influence in key decisions
- obtain assistance in gaining project approvals and/or managing project interfaces
- maintain regular communication with stakeholders and their members
- (ultimately) build community ownership and advocacy
- (ultimately) demonstrating value for money

It is envisaged that the committee / groups will all be established by the end of March 2013. The terms of reference and meeting frequency will be agreed with the members as part of the initial meeting.

GATEWAY WA - PERTH AIRPORT & FREIGHT ACCESS PROJECT GOVERNANCE & ENGAGEMENT STRUCTURE



Alliance Board

Formed as part of the Program Alliance Agreement the Alliance Board is chaired by Main Roads and has representation from each of the Non-Owner Participant organisations. It meets on a monthly basis and is responsible for the governance and conduct of Gateway WA. Its primary function is to provide leadership and ensure the Alliance Agreement is implemented smoothly and efficiently.

The Alliance Board is supported by the Alliance Director and Client Representative. The Alliance Director is supported by the Alliance Management Team and project team.

Project Steering Committee

The Project Steering Committee has been established to provide strategic guidance and direction for the delivery phase of the project. The Committee will provide input and decision making at a strategic level as well as ensure that the objectives and benefits of the project are realised.

Under the terms of reference, the Committee's role is to:

- provide oversight of the delivery of the project to the highest standards of project governance
- ensure the achievement of project outcomes, objectives and functional requirements consistent with the Gateway WA Project Master Plan
- provide executive leadership and support from the respective member agencies in order to achieve the level of cooperation required for the successful delivery of the project
- endorse and make recommendations to Government on all relevant project matters including significant variations in scope, cost or time
- provide strategic advice and direction to the Alliance Board via the Main Roads' representative.

The Project Steering Committee will be coordinated by Main Roads and includes representation from the following core agencies:

- Main Roads
- Department of Transport
- Department of Infrastructure and Transport
- Department of Treasury
- Strategic Projects

Project Coordination Group

The Project Coordination Group comprises of senior representatives from key stakeholders who will provide leadership and support from the respective member agencies to achieve the level of cooperation required for the successful delivery of the project.

Its role is to provide guidance, collaboration, facilitation and enable operational decision making.

The Project Coordination Group will be chaired by the Commissioner of Main Roads, with administration support provided by the Alliance. The group includes representation from the following core agencies/authorities:

- Main Roads
- Department of Transport
- Department of Infrastructure and Transport
- Public Transport Authority
- East Metropolitan Region Council
- City of Belmont
- Shire of Kalamunda
- Perth Airport

Reference Groups

A series of technical/advisory group and key stakeholder reference groups have been established to support the detailed design and delivery of the project.

Group	Primary Role
Safe Systems Working Group	Provide input into road design and identify ways to improve road safety (Vision Zero)
Freight & Road Users Group	Provide input into network operations strategy, construction methodology and traffic management staging (with a focus on freight movement)
Network Operations Working Group	Provide input into network operations strategy, construction methodology and traffic management staging
Project Control Group (Perth Airport)	Identify key issues and aspirations, provide design input, assess performance delivery, streamline approvals
Technical Working Group	Identify key issues and aspirations, provide design input, assess performance delivery, streamline approvals
Community Liaison Group	Identify key issues, concerns and aspirations, provide input into management plans, assess performance delivery
Urban Design and Sustainability Group	Identify key issues and aspirations, provide input in design concepts and key decisions, assess performance delivery
Belmont Business Advisory Group	Represent the local business community on any issue that may affect the viability of business
Kewdale Business Group	Represent the local business community on any issue that may affect the viability of business

For each of the above groups, a Champion within the Alliance has been identified and is responsible for the group's coordination and management.

Other Entities

It is important to also acknowledge the presence and role of other regulatory and/or advisory groups that will have a significant role on the project:

- Main Roads (as the asset owner)
- The Project Advisory Group (PAG)
- Independent Estimator
- Department of Environment and Conservation
- DSEWPAC
- Main Roads' Traffic Operations Centre
- Main Roads' Customer Information Centre

While such groups are not strictly part of the Alliance's governance framework they have a vital role in shaping the project scope and ensuring both transparency of key project decisions and value for money.

Accountability within the Alliance

The Relationships Manager reports directly to the Alliance Director and is accountable to deploy the stakeholder engagement management plan. In doing so, the Relationships Manager is responsible, amongst other tasks, for the following:

- Develop and implement liaison and promotional strategies on behalf of the Alliance to:
 - Raise community and stakeholder awareness of the project
 - Facilitate active and positive involvement of key stakeholders
 - Promote the Alliance, the milestones and results achieved

-
- Enhance the reputations of the Alliance and its participants
 - Respond to community and stakeholder issues and concerns in a timely manner
 - Establish and implement media protocols and media responses on behalf of the Alliance
 - Establish and implement community and stakeholder elements of crisis management protocol for the Alliance
 - Monitor community and stakeholder awareness and understanding of the project
 - Report on community and stakeholder activities to the AMT/Project Director

It is the responsibility of the Relationships Manager to work collaboratively with Main Roads to ensure all activities are delivered in accordance with their approval procedures and meet their expectations. The Relationships Manager is also responsible to act as the conduit between the Alliance and the corporate functions of each of the Non-Owner Participants to promote harmonious relationships and cross promotion of project milestones.

To facilitate the delivery of these tasks the Relationships Manager will be supported by the Community Relations Manager, a Community Relations Coordinator and a Community Relations Officer.

Close working relationships have been established with all disciplines in Alliance, in particular the design, construction and environmental teams where social issues are most likely to emerge. The topic of community relations is a module within the project induction and every person who comes onto the project is briefed on its importance and our values around respecting the community.

Complaints and Issues Resolution

Gateway WA has adopted a strategic approach to complaints and disputes, involving personal contact, consultation, targeted information and quick resolution. In doing so, Gateway WA will demonstrate the commitment to ensuring community concerns are taken seriously and thoroughly considered.

Each contact received will be acknowledged within 24 hours of the initial approach and logged into the management system (Consultation Manager). The Community Relations team will ensure all complaints are handled in an appropriate and timely manner in accordance with the procedure. The Community Relations Manager will be responsible for managing the complaints management system, database and reporting.

Complaints received are reported on a monthly basis to the AMT, the Alliance Board and the Client Representative. An escalation procedure will be in place for complaints / issues that cannot be resolved by the Community Relations Manager. Any complaint that is of a serious nature and likely to generate media or political attention, project delay or stakeholder disrepute will be reported to the Relationships Manager and (if necessary) the Alliance Director and Client Representative on immediate identification.

KEY PROJECT STAKEHOLDERS

Primary audiences for engagement and communication activities associated with the project include:

- State Government agencies within the Transport portfolio
- Local Government authorities
- environmental regulators and advocacy groups
- local businesses
- adjacent residents / local community
- road users, including pedestrians and commuter / recreational cyclists
- public transport
- freight industry
- taxi operators
- airport patrons

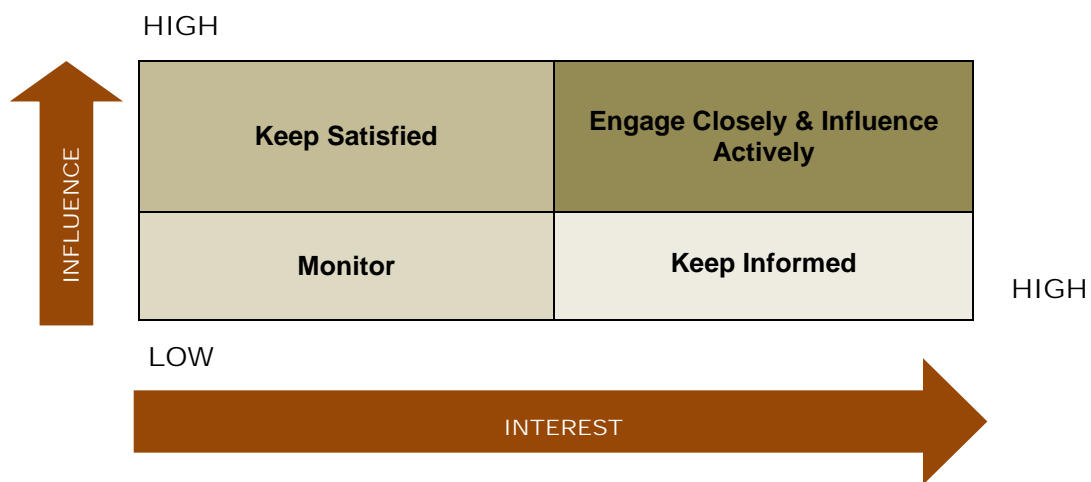
Given the strategic importance of the project to the State and the region, this Plan takes into account that an overarching key stakeholder group is the public of Western Australia.

These stakeholders have had varying levels of interest and/or influence in the project to date and had the opportunity to be actively involved in the Master Planning study. Most of the key stakeholders generally indicated their in principle support for the project and indicated their interest to continue in the participatory process.

Stakeholder and community opinion has influenced a number of key project decisions relating to road design, access arrangements, environmental management, amenity for pedestrians and cyclists, noise walls and aesthetics for the treatment of this gateway to Western Australia.

Moving forward, the Alliance will need to assess and tailor the degree to which the team liaise with individual stakeholders in order to meet their expectations and gain their trust and satisfaction.

A template used in this assessment is shown below together with a profile of some of the key stakeholders. A full list of stakeholders is provided in the appendices.



Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
Commonwealth				
Ministers	Hon Anthony Albanese, MP Minister for Infrastructure and Transport	Minister accountable for Department of Infrastructure & Transport	<ul style="list-style-type: none"> project enhances the reputation of the Federal Government (Nation Building Program) project performance – outstanding outcomes, community accolade 	<ul style="list-style-type: none"> stakeholder briefings (via Main Roads) targeted consultation (as part of approval process)
Elected Members	Steve Iron, MP Member for Swan	Project location resides within electoral boundary	<ul style="list-style-type: none"> road design meets the current and future needs of key stakeholders and the community that the community is consulted and kept informed of project status and impacts Member receives regular updates to keep abreast of project development and any social issues Constituent complaints are responded to, commitments are honoured and issues resolved 	<ul style="list-style-type: none"> stakeholder briefings (as permitted) provide copies of project publications for use in electorate office prompt resolution of any constituent complaints / referrals
	Ken Wyatt, MP Member for Hasluck			
Agencies & Departments	DSEWPAC	Department develops and implements national policy, program and legislations to protect and conserve Australia's environment and heritage	<ul style="list-style-type: none"> concerned about impacts on flora/fauna/ cultural heritage specific case manager formal approval required compliance with approval conditions 	<ul style="list-style-type: none"> stakeholder briefings targeted consultation (as part of approval process) compliance reporting
	Department of Infrastructure & Transport	Provides policy advice, programs and regulation across major infrastructure projects, road and rail, aviation and airports, transport security, maritime, and vehicles imports and safety Oversees Infrastructure Australia and the Nation Building Program	<ul style="list-style-type: none"> project enhances the reputation of the Federal Government (Nation Building Program) performance against project business case / funding proposal project performance – outstanding outcomes, community accolade 	<ul style="list-style-type: none"> member of the Project Coordination Group targeted consultation (as part of approval process) regular project updates (reporting)
	Infrastructure Australia	Identifies infrastructure priorities	<ul style="list-style-type: none"> project enhances the reputation of 	<ul style="list-style-type: none"> member of the Project

Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
		and awards Federal funding	the Federal Government (Nation Building Program) <ul style="list-style-type: none"> performance against project business case / funding proposal 	Coordination Group <ul style="list-style-type: none"> regular project updates (reporting)
Bodies	Perth Airport	Responsible for the operation of the Perth Airport	<ul style="list-style-type: none"> road design must be compatible with aviation requirements and internal road network design specification approvals, permits and licences managing the construction interface consistency of travel experience (urban design, landscaping) 	<ul style="list-style-type: none"> member of the Project Coordination Group member of the Project Control Group member of the Community Liaison Group
		Tenants – including freight/distribution centres) Need to identify type and size of businesses to better understand likely impact	<ul style="list-style-type: none"> disruption to network (delays, changed access) 	<ul style="list-style-type: none"> liaison with Perth Airport corporate communications unit proactive communication – advance notification of impacts
	Civil Aviation Safety Authority (CASA)	Regulator – primary function is to conduct the safety regulation of civil air operations in Australia	<ul style="list-style-type: none"> operational approvals 	<ul style="list-style-type: none"> stakeholder briefings targeted consultation (as part of approval process)
	Air Services Australia (ASA)	Own the navigational aids and operate communication systems	<ul style="list-style-type: none"> operational approvals 	<ul style="list-style-type: none"> stakeholder briefings targeted consultation (as part of approval process)
State				
Ministers	Hon Troy Buswell, MLA Minister for Transport	Minister accountable for Main Roads	<ul style="list-style-type: none"> project enhances the reputation of the State Government road design meets the current and future needs of key stakeholders and the community that the community is consulted and kept informed of project status and 	<ul style="list-style-type: none"> stakeholder briefings (via Main Roads) targeted consultation (as part of approval process) briefing notes (as required)

Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
			<ul style="list-style-type: none"> impacts Member receives regular updates to keep abreast of project development and any social issues performance against project business case / funding proposal project performance – outstanding outcomes, community accolade 	
Elected Members	Hon Eric Ripper, MLA	Member for the Belmont electorate	<ul style="list-style-type: none"> road design meets the current and future needs of key stakeholders and the community that the community is consulted and kept informed of project status and impacts Member receives regular updates to keep abreast of project development and any social issues Constituent complaints are responded to, commitments are honoured and issues resolved 	<ul style="list-style-type: none"> stakeholder briefings (as permitted) provide copies of project publications for use in electorate office prompt resolution of any constituent complaints / referrals
	Andrew Waddell, MLA	Member for Forrestfield		
Agencies / Departments	Main Roads	Responsible for the State network	<ul style="list-style-type: none"> participation in key project decisions expect compliance with the PAA, standards, SWTC performance against project business case / funding proposal project performance – outstanding outcomes in all KRAs, stakeholder and community accolade, value for money compliance with all approvals, licences and conditions that the community is consulted and kept informed of project status and impacts Corporate receives regular updates to keep abreast of project 	<ul style="list-style-type: none"> member of the Alliance (Board, AMT and project team) member of the Project Steering Committee, Project Coordination Group, Project Control Group, Project Advisory Group targeted consultation (as part of approval process) briefing notes (as required) provide copies of project publications prompt resolution of any

Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
			development and any social issues <ul style="list-style-type: none"> community complaints are responded to, commitments are honoured and issues resolved 	complaints / referrals <ul style="list-style-type: none"> prompt preparation of any requested supporting documents (ministerial responses etc) working collaboratively with the Traffic Operations Centre and Customer Information Centre
	Department of Environment and Conservation	Responsible for protecting and conserving the State's environment on behalf of the people of WA	<ul style="list-style-type: none"> approval – State clearing permit clearing of vegetation 	<ul style="list-style-type: none"> stakeholder briefings targeted consultation (as part of approval process) response to request for further information
	Department of Transport	Responsible for operational transport functions and strategic transport planning	<ul style="list-style-type: none"> linkages with strategic initiatives and transport planning 	<ul style="list-style-type: none"> member of the Project Coordination Group
	Department of Planning		<ul style="list-style-type: none"> linkages with government policy (Directions 2031) 	<ul style="list-style-type: none"> member of the Project Coordination Group
	Public Transport Authority	Responsible for strategic and operational rail planning; and operational bus planning	<ul style="list-style-type: none"> linkages with strategic initiatives and future planning maintaining connectivity for existing and planned bus services 	<ul style="list-style-type: none"> member of the Project Coordination Group targeted consultation as part of design development
	Department of Water		<ul style="list-style-type: none"> concerned with drainage, groundwater and surface water 	<ul style="list-style-type: none"> stakeholder briefings targeted consultation (as part of approval process) member of the Urban Design & Sustainability Group

Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
	Tourism WA		<ul style="list-style-type: none"> • iconic gateway opportunity 	<ul style="list-style-type: none"> • member of the Urban Design & Sustainability Group
Emergency Services	WA Police Perth Airport Emergency Response Fire and Emergency Services Authority (FESA)		<ul style="list-style-type: none"> • road design that supports emergency response / incident management • road safety • access during construction • maintenance of asset (post completion) 	<ul style="list-style-type: none"> • member of the FRUG • proactive communication – advance notification of impacts • targeted consultation (as part of traffic management design)
Local Government	City of Belmont		<ul style="list-style-type: none"> • road design meets the current and future needs of key stakeholders and the community • that the community is consulted and kept informed of project status and impacts • Council senior officers receive regular updates to keep abreast of project development and any social issues • community complaints are responded to, commitments are honoured and issues resolved • project performance – outstanding outcomes, community accolade • iconic gateway opportunity 	<ul style="list-style-type: none"> • member of the Project Coordination Group • member of the Technical Working Group (Belmont) • member of the Community Liaison Group (Belmont) • member of the Urban Design & Sustainability Group (Belmont) • targeted consultation (as part of the approval process) • stakeholder briefings for officers, elected members and/or committees • provide copies of project publications for use in council offices / facilities • provide articles for Council publications • prompt resolution of any complaints / referrals
	City of Canning			
	Shire of Kalamunda			

Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
	East Metropolitan Region Council	Consists of six member Councils, provides services in waste management, environmental management and regional development	<ul style="list-style-type: none"> • road design meets the current and future needs of key stakeholders and the community • road design that supports continued growth for business and industry • that the business community is consulted and kept informed of project status and impacts • Senior officers receive regular updates to keep abreast of project development and any social issues • project performance – outstanding outcomes, community accolade • iconic gateway opportunity 	<ul style="list-style-type: none"> • member of the Project Coordination Group • member of the Community Liaison Group • member of the Urban Design & Sustainability Group • stakeholder briefings for committees • provide copies of project publications • support EMRC events / forums as guest speaker
Freight & Road User Groups	Transport Forum WA WA Farmers Federation Livestock & Rural Transport Association Pastoralists & Graziers Assoc Motor Trade Assoc of WA Royal Automotive Club		<ul style="list-style-type: none"> • road design meets the current and future needs of freight industry • that the industry is consulted and kept informed of project status and impacts • disruption to network (delays, changed access) 	<ul style="list-style-type: none"> • member of the FRUG • targeted consultation to better understand needs and issues • proactive communication – advance notification of impacts
Representative Bodies	Chamber of Commerce Belmont Business Advisory Group Belmont Enterprise Centre Directly affected commercial properties		<ul style="list-style-type: none"> • road design that meets the current and future needs of key stakeholders and the community • road design that supports continued growth for business and industry • potential impacts on local businesses (eg: changed access) 	<ul style="list-style-type: none"> • stakeholder briefings • targeted consultation to better understand needs and issues • proactive communication – advance notification of impacts • one-on-one consultation (where required) • website, information line,

Stakeholder Category	Representative Member	Notes	Anticipated Issues / Expectation	Primary Engagement Technique
				advertising
Environment	Conservation Council of WA Swan River Trust Perth Region NRM Wildflower Society Urban Bushland Council		<ul style="list-style-type: none"> • environmental impact and mitigation • impact on fauna/flora • impact on Swan River and adjacent waterways/creeks 	<ul style="list-style-type: none"> • member of the Urban Design & Sustainability Group • targeted consultation to better understand needs and issues
Cycling Groups	Bicycle Transportation Alliance Belmont Bicycle User Group		<ul style="list-style-type: none"> • road design that meets the current and future needs of recreational and commuter cyclists • safety and access during construction 	<ul style="list-style-type: none"> • targeted consultation to better understand needs and issues • proactive communication – advance notification of impacts

KEY MESSAGES

A clear, consistent approach to communicating with stakeholders and the community is an important component of the stakeholder engagement management plan. To support this, a number of key messages have been developed to assist all of those involved in the program deliver consistent messages. These key messages will be used to convey the purpose, scope, benefits and timeline of the Gateway WA project.

These messages should outline the reasons for and associated benefits of the initiative and should reflect the project team's commitment to providing integrated, safe, efficient and sustainable transport services and solutions.

The messages should be continuously evaluated, and if necessary, expanded and/or fine-tuned to address changing community perceptions and concerns. Given the impact of this initiative, the distribution or use of these messages should also be assessed to consider the political or public sensitivities at the time of use.

Suggested messages are outlined below.

- Perth is undergoing unprecedented growth with its population doubling in the past 30 years and forecast to reach more than 2.2 million by 2031. This growth is expected to increase pressure on the road network with alternatives to private car use becoming more important to limit congestion and tackle sustainability concerns.
- The Perth Airport and Freight Precinct is a critical transport hub for Perth and Western Australia. It is the gateway for international, interstate and regional business and tourism, and plays a critical role in the growth of the local, state and national economies.
- The primary objective of the project is to provide safe and efficient access for all road users that will enhance social, economic and regional development.
- The Gateway WA Project has been identified as a national infrastructure priority
- The upgrade has been prompted by the:
 - proposed consolidation of the domestic and international airport terminals (by 2017/2018);
 - expected doubling of passenger and freight movements by 2030;
 - an estimated 39% of Fremantle Port's imports and 16% of exports require transport to and from this area, with container trade expected to double between 2005 and 2030; and
 - development of the industrial estate on land adjoining the airport has increased freight traffic.
- The WA Government is planning ahead to ensure the road network can meet the needs of Western Australia in the future.
- The existing road network will not be able to handle substantial increases in airport and local road traffic.
- The Gateway WA project focuses on the stretch between the Tonkin Highway between Great Eastern Highway and Roe Highway, as well as Leach Highway from Orrong Road to Perth Airport.
- The project has considered a wide range of engineering, geotechnical, hydrological and environmental issues including:
 - road geometry to incorporate upgraded roads and new interchanges, including the provision of associated turning lanes, ramps and traffic signals;
 - road signage, lighting and other roadside features;
 - traffic modelling and an analysis of current and future traffic flows;
 - road drainage and stormwater management;
 - public transport facilities and future requirements;
 - connectivity for pedestrians and cyclists;
 - environmental management, including flora and fauna impacts and noise mitigation;
 - visual amenity, landscaping and revegetation; and
 - public utility relocations.
- The full scope of works is expected to be completed by 2017, ahead of the planned consolidation of the domestic and international terminals.

- The Alliance will stage the program to manage the work onsite in such a manner as to minimise the disruption to local businesses, residents, road users and the freight industry as much as possible. This includes undertaking modelling to investigate ways that the efficiency of the network can be maintained during construction and the cumulative effect of concurrent traffic management schemes managed holistically.
- Wherever possible, priority will be given to preserving travel times, maintaining access to driveways and public transport, and ensuring the safe passage of pedestrians and cyclists.
- The project will be progressively opened to traffic wherever possible to provide immediate and significant relief to regional commuters, the freight industry and the local community.
- The project provides an opportunity to form a gateway to the city that expresses the dynamic, creative and rapidly evolving character of Western Australia.
- The project will use innovative and integrated urban design concepts to create a themed journey that will include way-finding cues to aid navigation and make a positive and lasting impression for visitors.
- The urban design will include functional elements including noise walls, retaining walls, bridges and abutments, highway lighting and landscaping.

It should be recognised that further messages will be added to this list as the projects develop and more specific details and directions need to be conveyed.

KEY ACTIVITIES / ENGAGEMENT TECHNIQUES

The engagement program should principally focus on:

- raising stakeholder and community awareness of the project scope, impacts and benefits
- engaging key stakeholders and the community to identify any issues, concerns and preferences that may alter the strategic approach or delivery methodology
- (ultimately) seeking stakeholder and community endorsement of the project outcomes

To achieve these goals, the project team will use a range of communication techniques to support engagement activities including:

- advertising (print and radio, as required)
- direct mail
- community notifications (for example to advise of night works / noise disturbance)
- traffic notifications (for example to advise of changed road/traffic conditions)
- publications and promotion
- website / email contact
- stakeholder briefings and liaison
- targeted liaison with affected owners
- community information session / public display
- media and political liaison
- project information line

The key aims for each of these activities are outlined in the table overleaf.

Communication Technique	Distribution Area
Advertising (press)	Southern Gazette, Canning Times, Hills Gazette (Kalamunda split) West Australian (for major traffic impacts)
Advertising (radio)	Limited use - traffic bulletins will be provided to radio stations through Main Roads' Traffic Operations Centre
Direct mail: property pre-condition surveys	Owners (within 50m of the project site)

Project notifications: Community notices (eg: noise/night works) Traffic notices (eg: major traffic changes)	All properties within 150m of the alignment in the construction zone (North, South, West) where the impact is occurring - refer to maps. If the impact occurs on the zone boundary the adjacent zone is also notified.
Publications: Project newsletter	Properties in the project area (Belmont, Rivervale, Cloverdale, Kewdale, Forrestfield, Redcliffe, Ascot, Cannington = 22,500) Owners (who own but do not occupy property within the project site) Local Government Authorities Members of Parliament (electorate office) Public displays
Publications: Brochures	Available on-line Local Government Authorities Members of Parliament (electorate office) Public displays
Targeted consultation - noise walls, accommodation works	With landowners of directly abutting property

To support these communication techniques a number of documents will be produced:

- project letterhead and templates
- project business cards
- community contact cards
- stakeholder / community contact forms
- registration cards – for further information
- sorry we missed you cards – in field notification of attempt to contact
- project maps

To support the reporting of the Alliance's performance and/or address emerging issues, the following materials will also be produced:

- project team update bulletin
- articles for the project intranet
- Monthly report for the Alliance Board – key activities, risks, opportunities and decisions
- Ministerial briefing notes (as required)
- Media statements and responses
- Complaints record
- Commitments register

Key activities and events will be entered / uploaded into the Consultation Manager database to create a historical record.

Key approvals

External communication materials will be drafted by the Alliance and submitted to the Client Representative for review and approval. On his approval, the materials will then be submitted to the State and Federal Government representatives for final endorsement.

The following materials will be submitted for formal approval prior to circulation:

- project newsletters
- project overview brochure
- public displays
- media statements and responses

The following do not require formal approval prior to circulation, but will be provided for information:

- advertisements of an operational nature (eg: traffic notifications)

Presentations, minutes of meetings with external stakeholders, and copies of notifications or other correspondence issued to residents will not be provided, but are available on request.

Corporate Branding

Corporate branding has been developed and must feature consistently in all communication materials and documentation produced by Gateway WA. A style guide has been produced, including templates to assist project team members and ensure consistency.

Funding acknowledgement (State and Federal) must appear on all communication materials. This includes the display of the Federal Government crest, Nation Building logo, Government of WA logo and Main Roads logo.

PROPOSED ENGAGEMENT TECHNIQUES

KEY OBJECTIVES	KEY ACTIVITIES	KEY AIMS	METHODOLOGY
AWARENESS	<p>Advertising in the West Australian / Community Newspapers (as appropriate)</p> <p>Radio advertising (as required for major traffic switches)</p> <hr/> <p>Direct mail to property owners, local residents, local businesses, Local Government Authorities (elected members) and Members of Parliament</p> <hr/> <p>Publications such as newsletters, brochures, community notifications and traffic notifications</p> <hr/> <p>Website / email queries</p> <hr/> <p>Project information line</p> <hr/> <p>Media statements & responses</p> <hr/> <p>Public Displays</p>	<p>The key aims are to:</p> <ul style="list-style-type: none"> • raise awareness of the project • provide factual and accurate information • inform and educate the community about any likely impacts • establish a supportive community environment • encourage a shared vision and commitment to the project 	<p>This methodology involves:</p> <ul style="list-style-type: none"> • creating communication channels and conduits to facilitate feedback • disseminating information to key stakeholders / community • building solid relationships with the local media (through responsive, credible and direct dealings) • generating positive media coverage / responding to claims by others
ENGAGEMENT	<p>Stakeholder briefings & liaison</p> <ul style="list-style-type: none"> • Minister of Transport / Members of Parliament • Local Government Authorities (officers and elected members) • other stakeholder groups as required <hr/> <p>Technical / Advisory Groups and Stakeholder Reference Groups</p> <hr/> <p>Directly affected landowners / businesses –</p>	<p>The key goals are to:</p> <ul style="list-style-type: none"> • obtain broader understanding of community values, issues and preferences • actively engage the community and stakeholders • create opportunities for stakeholders and the community to be involved & raise areas of improvement 	<p>This methodology involves:</p> <ul style="list-style-type: none"> • creating a supportive community environment through early and active engagement • publicising the opportunity for engagement, ensuring cross representation, a balanced voice • presenting the key recommendations and priority projects

KEY OBJECTIVES	KEY ACTIVITIES	KEY AIMS	METHODOLOGY
	<p>targeted briefings and liaison</p> <hr/> <p>Community Information Sessions / Public Displays</p>	<ul style="list-style-type: none"> • encourage greater discussion / deliberation of key issues • understand and embrace community and stakeholder expectations • resolve issues with affected stakeholders in an open, transparent and timely manner • foster stakeholder and community approval and ownership of the project • minimise negative publicity • promote sustainable outcomes • develop stakeholder relationships • encourage a shared vision and commitment to the strategic approach and key recommendations of the plan • develop opportunities for cross Portfolio projects / promotion • create strong, lasting relationships with stakeholders and the community that lead to accolade 	<ul style="list-style-type: none"> • identifying community issues and preferences • creating an environment for discussion and deliberative decision making (including identifying negotiable and non-negotiation items) • promoting the agreed outcomes to the local and wider community (acknowledge contributions by community and stakeholders) • monitoring perceptions / opinion through review of local media and via direct liaison

KEY OBJECTIVES	KEY ACTIVITIES	KEY AIMS	METHODOLOGY
<p style="text-align: center;">CUSTOMER SERVICE & COMMITMENT</p>	Community contact register	<p>The key aims are to:</p> <ul style="list-style-type: none"> ○ create a communication conduit with stakeholders and members of the community ○ encourage direct communication with stakeholders and the community ○ respond to queries, concerns and suggestions ○ create favourable attitudes or public opinions ○ record and honour commitments made to stakeholders 	<p>This methodology involves:</p> <ul style="list-style-type: none"> ○ being driven by the needs of stakeholders and the community ○ being accessible and responsive ○ adopting various communication techniques to reach different audiences ○ monitoring trends to assess information needs / areas for improvement ○ undertaking market research and trend analysis to assess performance
	Commitment register		
<p style="text-align: center;">REPORTING & MONITORING</p>	Commitment register	<p>The key aims are to:</p> <ul style="list-style-type: none"> ○ independently assess performance ○ identify trends, issues or areas for improvement 	<p>This methodology involves:</p> <ul style="list-style-type: none"> ○ conducting surveys at regular intervals / key milestones or decisions ○ undertaking stakeholder and community satisfaction surveys ○ monitoring the local and State media coverage to rate coverage (positive, neutral, negative)
	Key Performance Indicators (Reputation KRA)		
	Market Research		
	Media monitoring		

APPENDICES

STAKEHOLDER LIST

Honourable Minister for Transport (State) – Troy Buswell, MLA

Position	Name
Media Advisor	Jaimee Motion
Principal Policy Advisor	Alan O'Brien

Honourable Minister for Infrastructure and Transport (Federal) – Anthony Albanese, MP

Position	Name

Main Roads Western Australia

Position / Department / Branch	Name
Managing Director	Steve Troughton
Executive Director Infrastructure Delivery Directorate	Leo Coci
Executive Director Finance and Commercial Services	Peter Woronzow
Executive Director Road Network Services	Des Snook
Senior Project Director	Mark Hazebroek
Project Director (Delivery)	Ilario Spagnolo
Project Director (Development)	Rob Arnott
A/Director Strategic Relationships	Steve Potter
Manager Public Affairs	Dean Roberts
Office of Road Safety	Iain Cameron
A/ Manager Traffic Operations and Services	Albert Symcox
A/ Traffic Manager	Clint Cooper
A/ Pedestrian and Cycling Coordinator	Colin Ward
Project Advisory Group	Refer to membership

Federal Departments

Position / Department / Branch	Name
Department of Infrastructure and Transport (DOIT) Director of WA & SA Roads and Transport	John Benac
Infrastructure Australia	Nick Maclachan

Department of Transport

Position / Department / Branch	Name
Director General	Reece Waldock
Deputy Director General Policy, Planning and Investment	Sue McCarrey
Director, Office of the Director General	Richard Barrett
Executive Director Integrated Transport Planning	Steve Beyer
Bikewest	Russel Greig
Manager Communications	Drew Mazalevskis
Director Sustainable and Active Transport	Luke O'Donoghue

Public Transport Authority

Position / Department / Branch	Contact
A/ Managing Director	Mark Burgess
General Manager, Network & Infrastructure	Kim Stone
Executive Director Transperth System	Martin White
	Gary Merritt
Manager Corporate Communications	David Hynes
Cycling Integration Manager	Jim Krynen

Department of Planning

Position / Department / Branch	Contact
Director General	Eric Lumsden
Executive Director Infrastructure Planning &	Martin Mileham

Coordination	
Manager Infrastructure Policy	David Igglesden

Other State Government Agencies / Authorities

Position / Department / Branch
Department of Environment and Conservation (DEC)
Environmental Protection Authority
Swan River Trust
Department of Water
Department of Indigenous Affairs
Landcorp
State Housing Commission
WA Planning Commission Sustainable Transport Committee
WA Planning Commission Statutory Planning, Policy and Asset Management
National Disability Services
Tourism WA
WA Police
Fire and Emergency Services Authority (FESA)

Local Government Authorities

Authority	Name
City of Belmont	Phil Marks Mayor
	Stuart Cole Chief Executive Officer
	Ric Lutey (Director Technical Services) Jim Polineli (Manager Design & Assets) Neville Deague (Director Community & Statutory Services)
	Steve Morrison (Manager Works)
	Warren Stephens (Parks & Gardens)

Authority	Name
	Kevin Davidson (Manager Health & Ranger Services)
	Elected members
City of Canning	Commissioner - Linton Reynolds Council has been suspended
	Andrew Sharpe A/Chief Executive Officer
	Troy Bozich (Manager Engineering Services)
	Elected members (currently suspended)
Shire of Kalamunda	Sue Bilich Shire President
	Rhonda Hardey A/Chief Executive Officer
	Clayton Higham (Director Planning and Development Services)
	Elected members

Perth Airport

Position / Department / Branch	Contact
Chief Executive Officer	Brad Geatches
Executive General Manager Assets & Capital Works	Guy Thompson
Infrastructure Planning Manager	Ian Barker
Executive General Manager Corporate Affairs & Organisation Development	Fiona Lander
Executive General Manager Commercial Services	Scott Norris

Aviation related

Position / Department / Branch
Air Services Australia
Civil Aviation Safety Authority
Airport Emergency Response

East Metropolitan Regional Council

Authority	Name
Chief Executive Officer	Peter Schneider
Director Regional Services	Marilynn Horgan Theresa Garvey

Parliamentary Members

Federal

Member	Electorate
Steve Irons, MP	Member for Swan
Ken Wyatt, MP	Member for Hasluck

Legislative Assembly – Western Australia

Member	Electorate
TBC following State Election	Member for Belmont
TBC following State Election	Member for Forrestfield

Legislative Council – Western Australia

Member	Electorate
TBC following State Election	East Metropolitan Region
TBC following State Election	East Metropolitan Region
TBC following State Election	East Metropolitan Region

Transport Related Groups

Transport Forum WA Inc
WA Farmers Federation
Livestock and Rural Transport Association
Pastoralists and Graziers Association of WA
Westnet Rail
Australian Rail Group (ARG)

Fremantle Port Authority

The Royal Automotive Club (RAC)

Environmental Groups

Conservation Council of WA

Wildflower Society

Perth Region NRM

Urban Bushland Council

Commerce Related Groups

Chamber of Commerce and Industry (Canning)
--

Belmont Business Advisory Group

Belmont Business Enterprise Centre

Welshpool Business Enterprise Centre

Small Business Centre South East Metro
--

Kewdale Business Group

Directly affected commercial properties (changed access)
--

Airport commercial tenants

Advocacy Groups - Cycling

Bicycling Western Australia

The Bicycle Transportation Alliance

Cycling Western Australia

WestCycle

The Western Australian Local Government Association (WALGA)

The Australian Institute of Traffic Planning and Management (WA Branch)

Belmont Bicycle User Group

Over 55s Cycling Club

RAC Road Safety Forum Members

Sustainable Transport Coalition

Other Groups / Users

Local residents
Local businesses and operators
Road users
Public transport patrons
Airport passengers
Taxis
General public / taxpayers of Western Australia

Education

Education District Office
Redcliffe Primary School
Kewdale Primary School
Belmont Primary School

Public Utilities

Western Power
Telstra
Optus
WA Gas Network
Dampier Bunbury Gas Pipeline
Water Corporation
BP Air
ATCO

Media

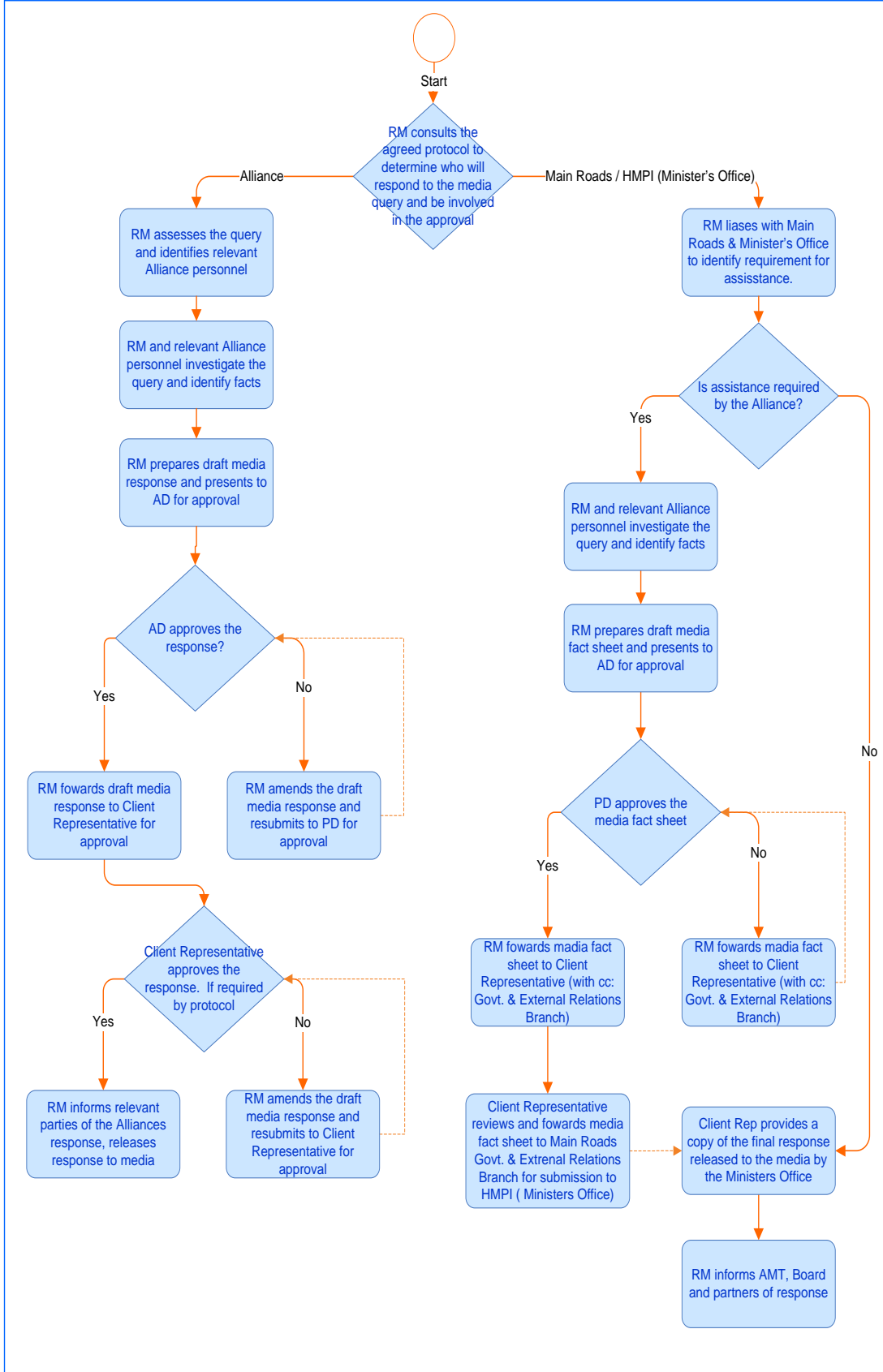
Media Outlet
The West Australian
The Sunday Times
Perth Now (on-line)

WA Today (on-line)
6PR
Community Newspaper Group
Southern Gazette
Canning Times
Hills Gazette (Kalamunda split)

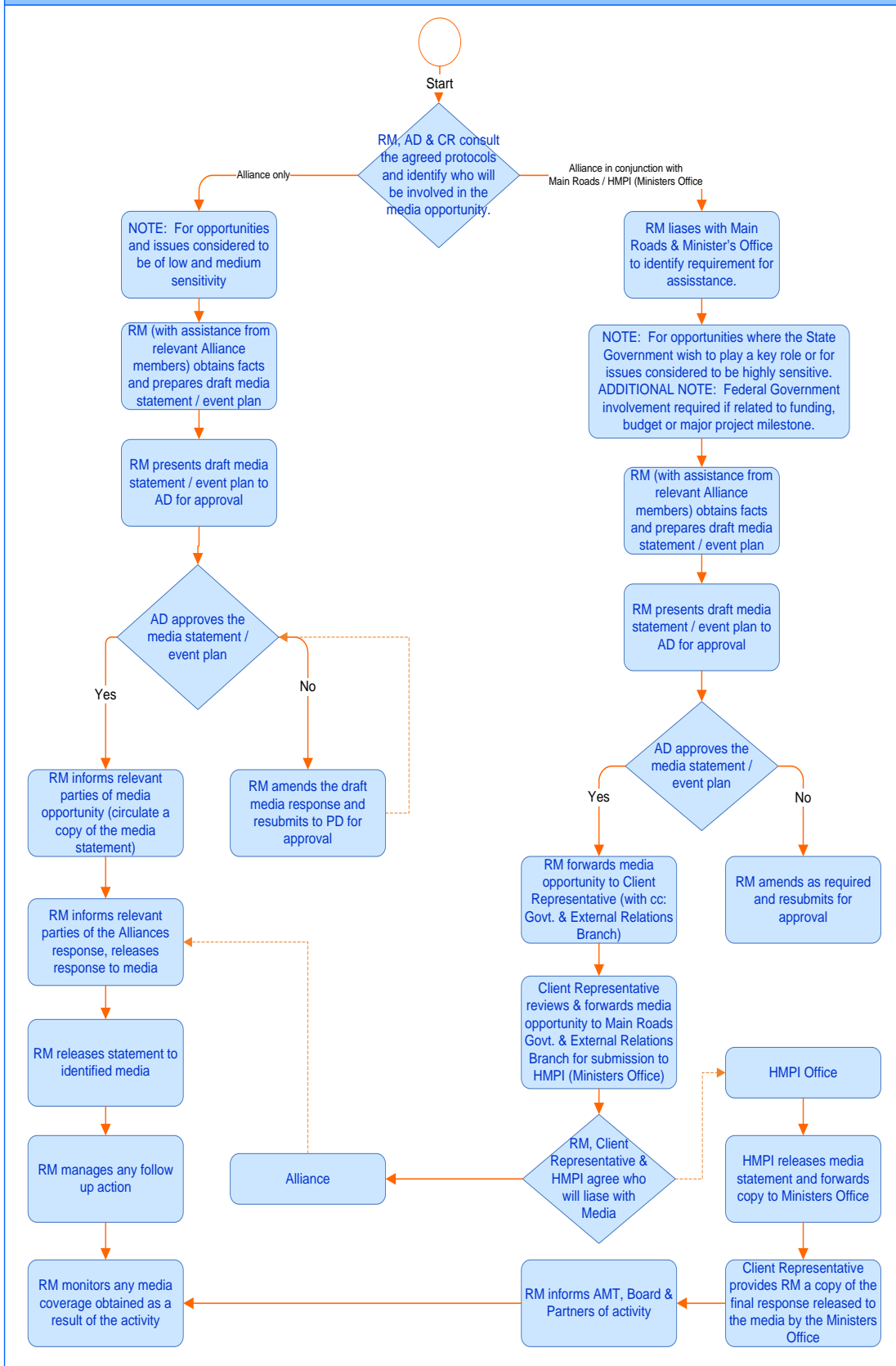
Note: for full listing of all State media refer to Government directory

PROTOCOLS

Responding to unsolicited queries



Planned Media Releases



MEDIA PROTOCOLS AGREED WITH THE CLIENT REPRESENTATIVE & NOPs

Objective

The overriding goal is to establish a supportive community environment for the project, which will minimise disruption to the construction program and enable the project to proceed smoothly.

The following objectives will help achieve this goal:

- Placing stories to help manage community expectations about the project and its impacts
- Meeting media and community information needs in a timely and responsive manner
- Creating a positive image for the project by optimising positive stories
- Dealing constructively with negative issues

Delineation of responsibility

One of the key issues for the project will be to establish a process that enables a quick response to media enquiries. For this reason, the following delineation of responsibility has been agreed with the Client and Non-Owner Participants.

Sensitivity of issue	Example	Management & Approval Process
Low	<p>Issues that are factual and not emotive.</p> <p>Questions relating to:</p> <ul style="list-style-type: none"> • project scope • project benefits • how projects impacts are being managed (established processes or approved management plans) • information and updates on project progress • upcoming activities 	<p>The Alliance may respond to the initial contact directly (either verbally or in writing) and notify Main Roads' Client Representative and NOPs representatives immediately following the contact.</p> <p>RM notifies Client and NOPs.</p>
Medium	<p>Issues that are potentially emotive, sensitive or could escalate:</p> <p>Questions relating to:</p> <ul style="list-style-type: none"> • project scope changes • noise walls • consultation with residents /stakeholders • resident's criticisms reported in the media • damage to property • closure of local roads or restricting access • traffic impacts • levels of local employment or expenditure 	<p>The Alliance to advise the media outlet they will take the question on notice and respond within an agreed time frame.</p> <p>The Alliance (RM) then prepares a draft response and seeks approval from Main Roads' Client Representative prior to use. Material prepared for any pre-recorded or live to air radio interviews on issues must be discussed with the Main Roads' Client Representative prior to use.</p> <p>RM liaises directly with the media and notifies the Client AMT, Board and NOPs of the action.</p>

<p>High</p>	<p>Issues that are highly emotive and have the potential to damage the reputation of the project, Government or NOPs.</p> <p>Questions relating to:</p> <ul style="list-style-type: none"> • issues/ criticisms raised by Members of Parliament in the media or in session • safety or environmental incident on-site • heritage • the contract, DCT, budget or funding • total expenditure to date • compensation with landowners 	<p>The Alliance must advise the media outlet they will take the question on notice and the appropriate spokesperson will respond within an agreed time period.</p> <p>The AD, RM and Main Roads' Client Representative will then decide who will respond, what information will be provided and in what method (written or verbal) the response will be provided.</p> <p>If decided that assistance is required by the Alliance:</p> <ul style="list-style-type: none"> • Material prepared by the Alliance for Main Roads (corporate) or the Minister for Planning and Infrastructure (HMPI) must be approved and submitted by Main Roads' Client Representative. <p>RM notifies the AMT, Board and NOPs.</p>
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Authorised Media Spokesperson(s):

The Alliance Director and the Relationships Manager are the approved media spokesperson(s) for Gateway WA. No other officers of the Alliance and/or the participant companies are permitted to represent the Alliance in the media (without the prior approval of the Alliance Director).

The Relationships Manager will be the central reference point for all media and will in accordance with the agreed protocols, identify the process to be followed for preparing and issuing the response to the media.

The Relationships Manager may delegate the task of responding to the media to another Alliance representative, but only with the consent of the Alliance Director. For example, this delegation may be used to provide quotations from senior Alliance team members on technical matters or event milestones. In this event, the Relationships Manager will provide the appropriate coaching and assistance to ensure the response is suitable and in the best interests of the project and all Alliance participants.

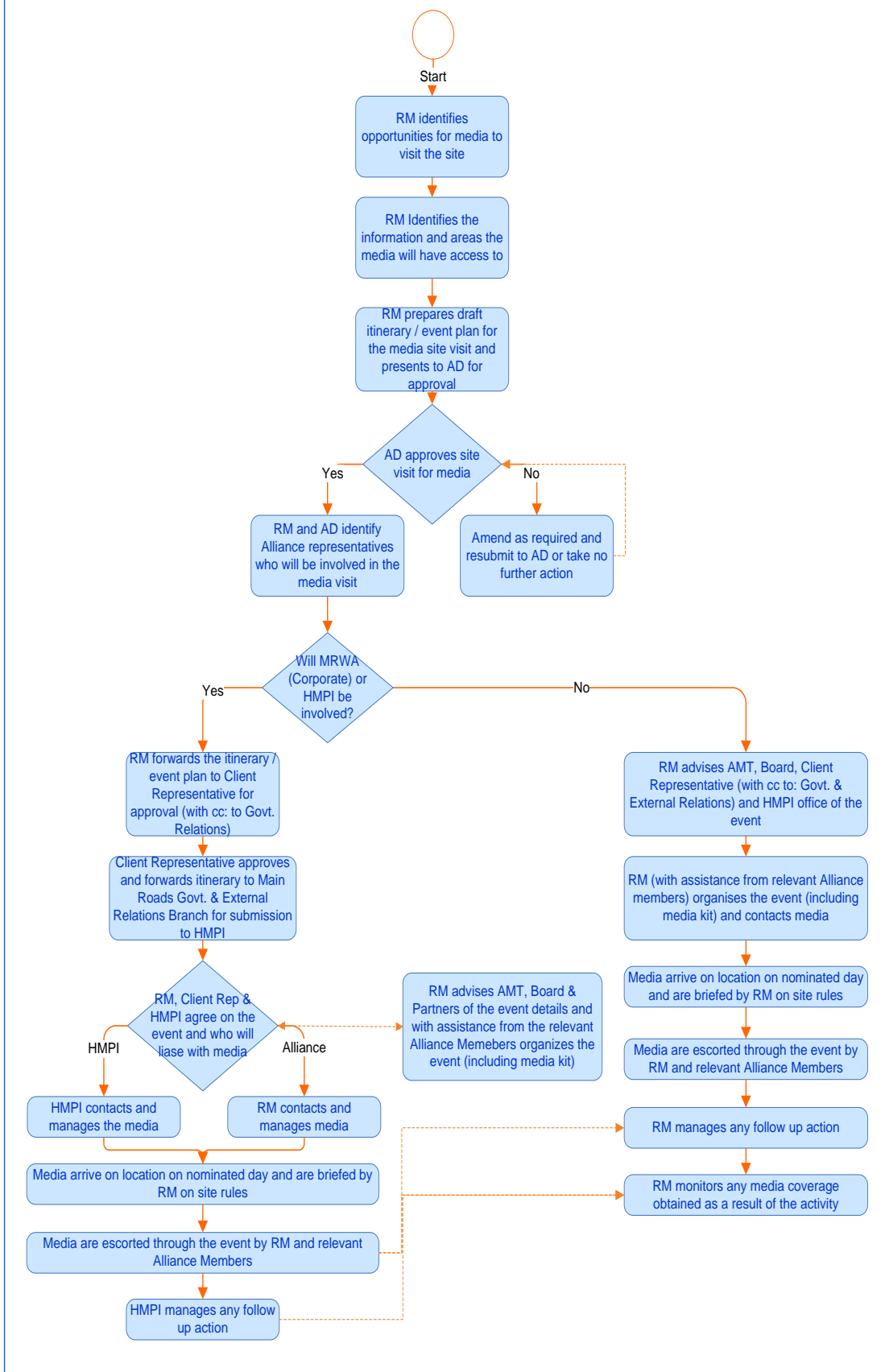
As outlined in the protocols, the Relationships Manager is authorised to respond to issues identified as low sensitivity, topics where information is already on the public record and subjects which have been considered (and approved) in advance with Main Roads' Client Representative without the prior approval of the Client Representative or the Minister's Office.

For issues of medium sensitivity, the Relationships Manager is authorised to respond, but following the further consideration of the issue with Main Roads' Client Representative.

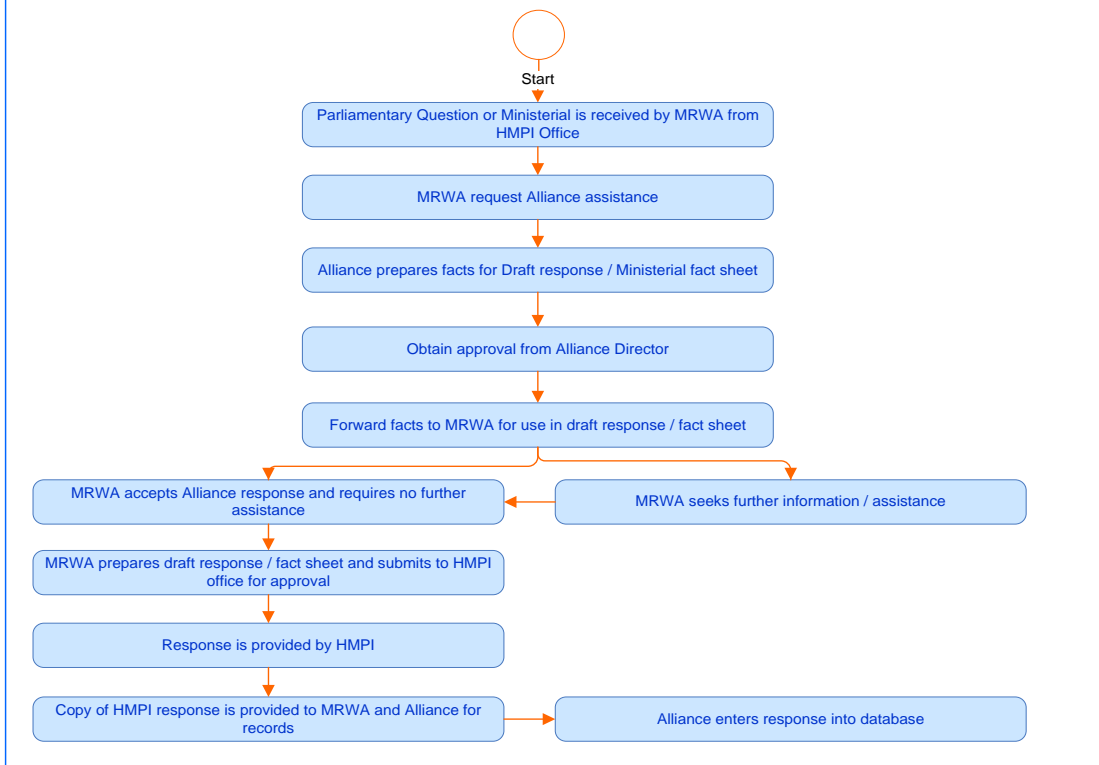
For issues identified as being highly sensitive, the Relationships Manager, Alliance Director, Main Roads' Client Representative and the Media Advisor of the Minister for Planning and Infrastructure will agree who shall respond to the media.

In the event that the media directly approach Main Roads and/or the Non-Owner Participants on matters relating to the Gateway WA project, the receiving officer should redirect the media to the Alliance's Relationship Manager.

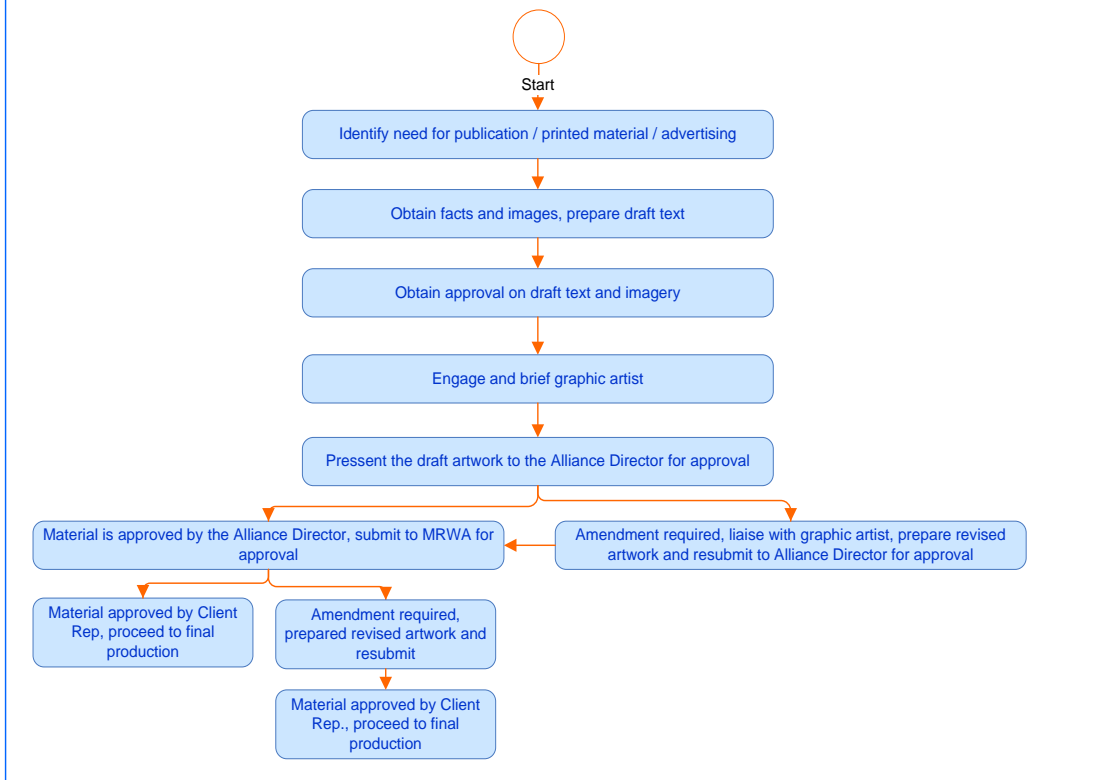
Media Site Visits



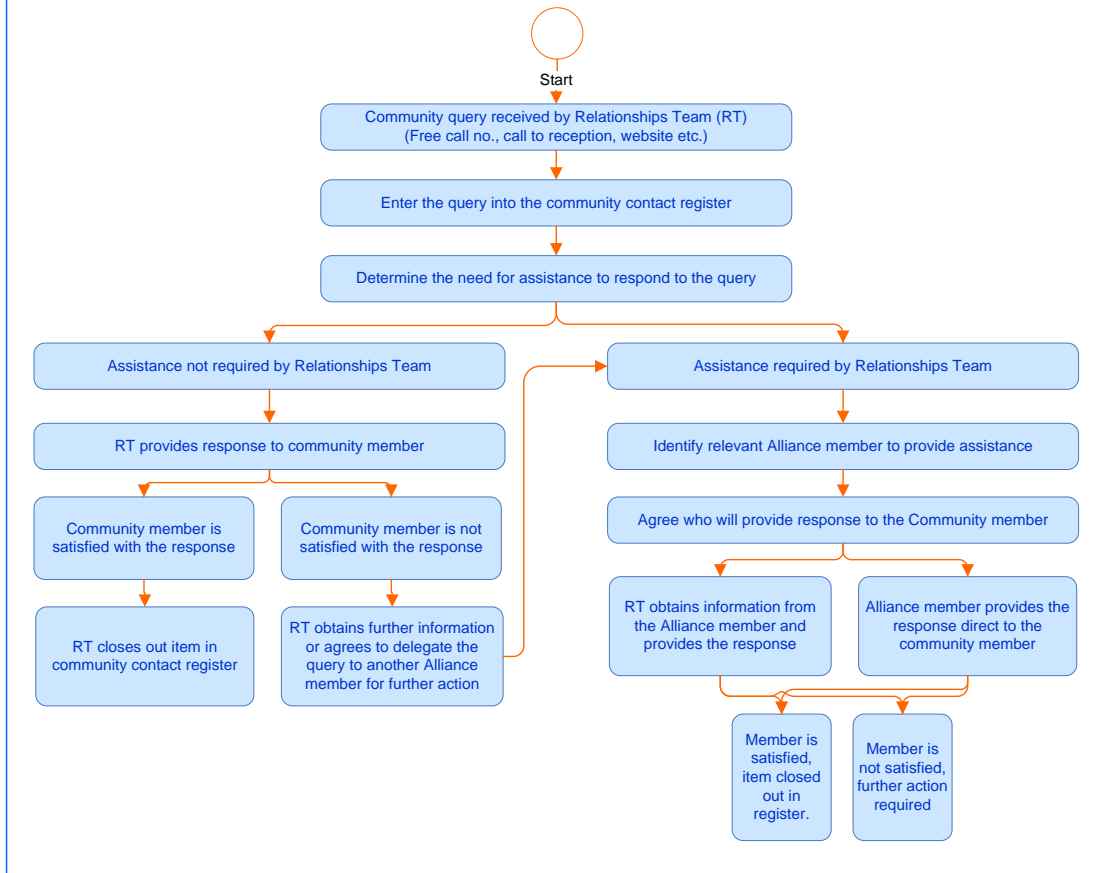
Ministerial & Parliamentary Enquiries



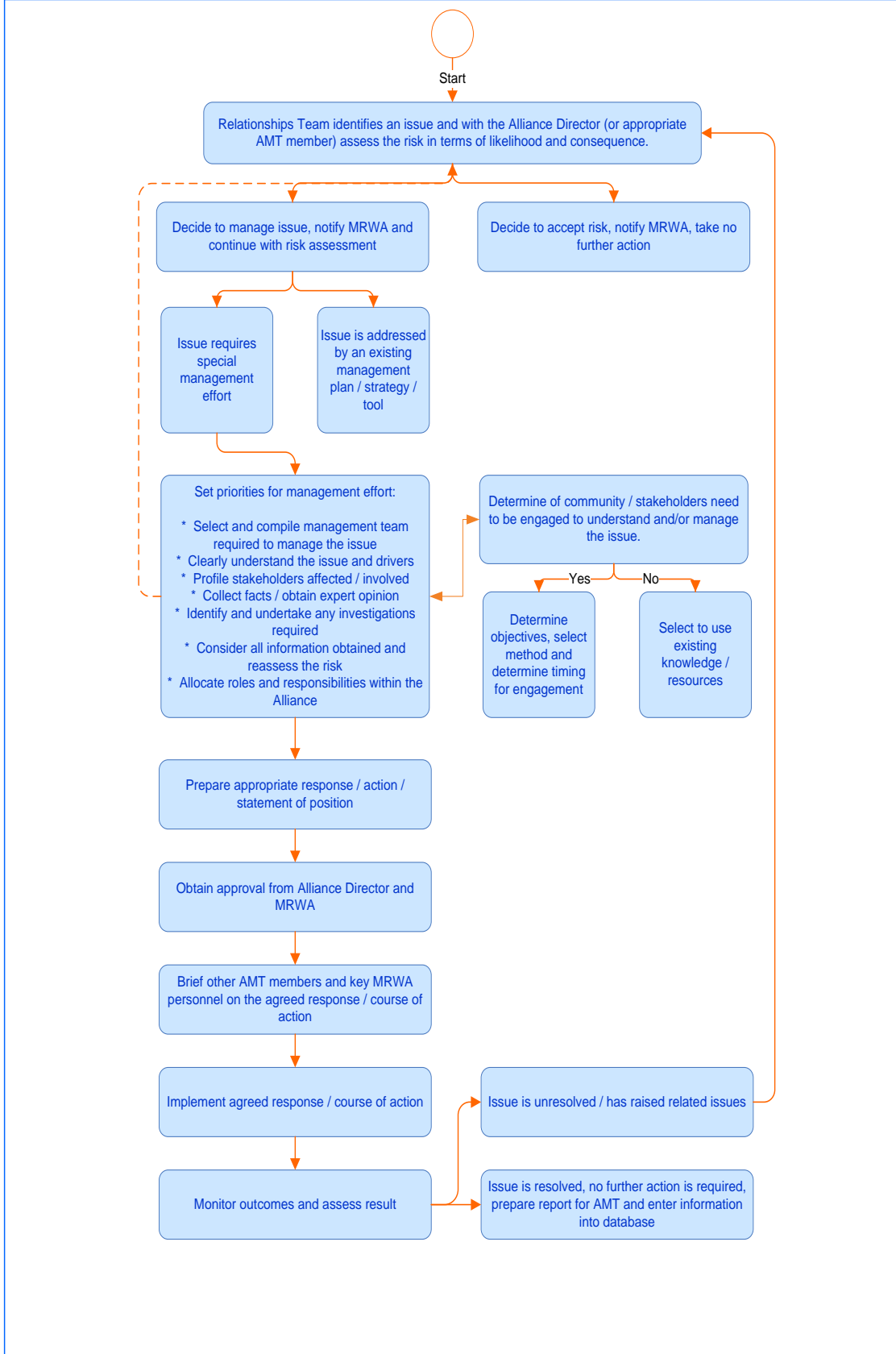
Publications Approval



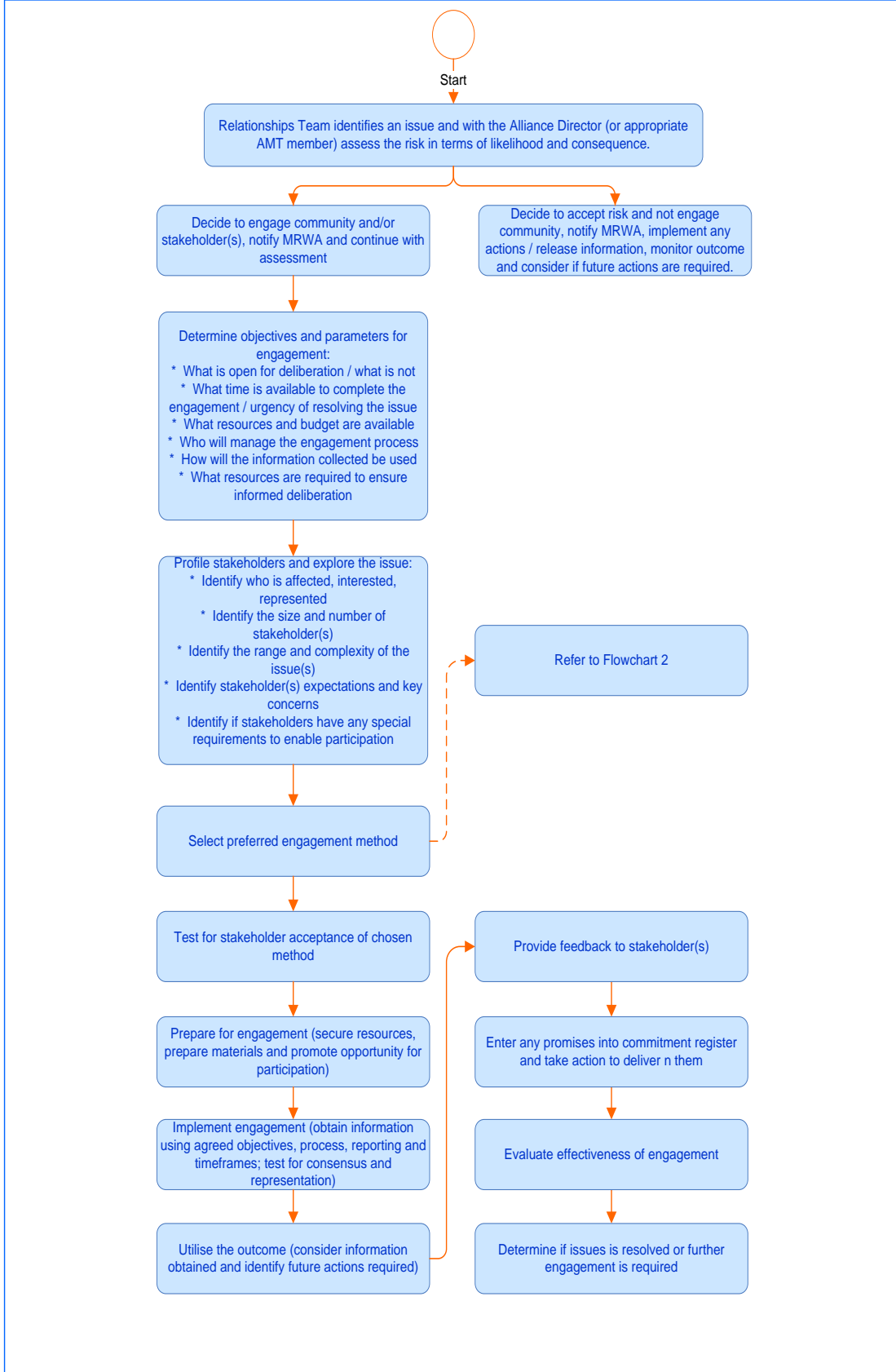
Community Contact



Issues Management



Selection of Engagement Method



Flowchart 2

